1.1.2 MINI MASTER

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Mini Master

Overview

When finance and materials management are implemented before human resources and payroll, a mini master conversion is often required to facilitate configuration of workflow tasks. The SCEIS project has several workflows identified for development. The workflow routing is determined by the enterprise organizational structure.

The HR Mini Master has two areas of configuration.

- Enterprise Organizational Structure
  - The enterprise organizational structure is imported to other front-end systems. The front-end systems include such applications as Supply Relation Management (SRM), E-Recruitment, Manager Self Server (MSS), Employee Self Serve (ESS) and Learning Management.
- HR master record (Info types)

The Mini Master requires key employee information to assist in the building of the organizational structure and to assign workflow tasks to an employee.

This document outlines the key components to complete an HR Mini Master Implementation. There are several options to implement a Mini Master minimizing rework for the HR/Payroll implementations. The options are defined in the options for the mini master section below.

Enterprise Structure

The enterprise structure is developed to section employees into specific groups. The main areas of grouping are: personnel area, personnel sub area, employee group, employee subgroup, and payroll area.

Personnel Area

A personnel area is a specific entity within the personnel administration structure. It is a subunit of the organization, must be unique and assigned to one company code. Personnel areas are used for reporting purposes, validating authorizations, setting up planned working times, and generating default information in employee master records and pay records. Examples of personnel areas might be:

- Major organization divisions
- Major geographical divisions

Personnel Sub area

Personnel sub areas are subdivisions of the personnel area. Personnel sub areas are used to describe the public holiday calendars, the payroll structures, and the time management structures. Personnel sub areas can also be subdivisions of the personnel area by function (i.e. human resources, finance). If employees in different locations have different holiday calendars because the country, state or other entity has required this, each location will be in a different personnel sub area.

Employee Group

Employee groups are used to classify employees in general terms in the ECC system. Employee groups allow default data to be generated for payroll accounting, serve as selection criteria for reporting, and constitute an authorization check. For example, employees could be grouped by whether they are:

- Active
- Retired
- Contractors
- Terminated
- Survivors

Employee Subgroup

Employee subgroups are subdivisions of employee groups. Employee subgroups subdivide employee groups according to the employee's status. Using the examples above, the active employee group can be subdivided into exempt and non-exempt status for overtime pay. Another subgroup can divide employees who are paid on an executive pay scale from those paid on a salaried or hourly pay scale.

Payroll Area

The payroll area classifies all the employees for whom payroll runs at the same time. The payroll area also defines the frequency with which an employee is paid.

The enterprise structure is a representation of the State of South Carolina as an organization. This is a different way to look at the State of South Carolina from what has previously been available. Within the enterprise structure, there are three major areas: the organization structure, the employee structure and the pay structure. The organization structure is made up of the personnel areas and personnel sub areas. These areas are used as the starting point for grouping parts of the State of South Carolina that are treated differently for payroll, time entry and security within the system. Within each personnel area, groups may be further defined by using personnel sub areas. These sub areas may be used to separate groups based on work schedules, locations, holiday calendars, benefit eligibility and premium payments.

The following personnel areas and personnel sub areas have been identified for the State of South Carolina:

Personnel Area   *Personnel Sub area*

Business Area(Agency)   *TBD*

Employee groups and subgroups are used to classify employees. Classifications may be based on payroll rules, time management and time evaluation, benefits, work schedules and reporting needs. The HR team has identified three employee groups that will be used: employee, trustee, and external. Within each of the employee groups, additional separations are made. These subgroups may be used to identify special areas for benefits and payroll considerations. Listed are examples of Employee group and Employee sub-groups:

Employee Group	*Employee Subgroup*
1 - Employee	10 - Part Time
	11 - Full Time
	12 – Daily
	13 - Retired
	14 - Contractors
	15 - Survivors
2 - Trustee	20 - Trustee
3 - External	30 - Consultant
	31 - Lawyer
	32 - Special board

Note: The employee subgroups, part time and full time, may expand to include the following:

     Hourly Part Time
     Hourly Full Time
     Salary Part Time
     Salary Full Time

Payroll areas are used to group employees who have the same payroll cycle and to determine the payroll periods (start and end dates). .

Naming / Numbering Conventions

The naming and numbering conventions for the enterprise structure will be developed during the realization phase and will use the SAP delivered field length for each attribute. The following shows the field lengths available for each attribute.

- Personnel Area – 4 characters, will use numerical as indicated above
- Personnel Sub area – 4 characters, will use numerical as indicated above
- Employee Group – 1 character, will use numerical as indicated above
- Employee Subgroup – 2 characters, will use numerical as indicated above
- Payroll Area – 2 characters, defined by payroll

Special Organizational Considerations

The Human Resources structure will provide functionality for HR processing and the back-end functionality required by the general ledger accounts. However, with an integrated system the need exists to provide solutions that cross over functional areas.

Changes to Existing Organization

The definition of the enterprise structure is the most complex definition in the blueprint phase. The legacy system defined these objects in tables, but was never attached to form a structure.

Description of Business Process Improvements

After the analysis of the employee population, there is a better definition of the employee demographic Make-up State of South Carolina. This definition will help drive system rules that allow or disallow employees to be treated in certain ways.

System Configuration Considerations

Long term maintenance should be very strategic and considerate of all areas affected (payroll, time, benefits and organizational management). As the enterprise structure is configured during realization, SCEIS resources need to be identified as gatekeepers to maintain the structure if it ever changes. These resources will need to coordinate knowledge of each area of HR and understand how a change will affect each of their areas in the configuration section of SAP.

Authorization and User Roles

Members of the SCEIS ERP team should have long term access to make changes in the development box. For this section specifically, quality assurance (QA) teams should be established to evaluate how these changes will impact:

- Personnel Administration
- Financials
- SRM/MM

Organizational Structure

The organizational structure is built from the Enterprise Structure. The organizational structure has six key components

- Organizational Units – Describe the various business units within an agency
- Job – General classification of tasks that are routinely performed together
- Positions – Individual employee assignments in the enterprise
- Cost Center - related to organizational units and positions
- Person - Employee
- Event – Record employee activities for training and workflow

The Organizational Units will be aligned with the cost center hierarchy. The alignment must be a joint effort with HR/Payroll and FI. Best business practice recommends organizational units be equal to the cost center hierarchy.

The jobs classifications will be determined from HRIS currently being used. The job classifications will be assigned to the organizational units.

Position is assigned to organizational structure, jobs and persons. The assignments are defined by the HR/Payroll Info type. The head positions in the organization structure will be used to assist in workflow design.

Cost Centers are assigned to the organizational units and positions. The cost centers will be used to assist in the posting of cost.

Persons are assigned to positions, users and events. The events control the workflow task.

Events will identify the workflow events assigned to the person. The event can also show educational classes and certifications of the end user.

Info Types

SAP provides the ability to capture employee data by use of info types. The SAP definition of info types is a screen, containing a logical grouping of related employee data. There are over 300 different info types that can be used to record employee information.

Outside normal hire data, there will be additional information that is non-critical to payroll but still valuable to store for an employee. The majority of this information will be supplemental to the employee's core basic data but will still add value to specific organizations throughout the State of South Carolina. This functionality provides a way

to capture things such as an employee's qualifications, education, experience, or objects on loan.

Requirements/Expectations

The State of South Carolina intends to implement core functionality of the SAP HR module which will be implemented at a later date. This includes entry of employees into positions, processing of payroll, enrollment in benefit plans, and capture of time. Each of these functions is supported by the Info types that have been selected for use in the system. Within each info type, drop down lists will be built and fields will be configured to meet the requirements of the State of South Carolina.

SAP will be the system of record and will provide core employee data to all supplemental systems which will not be replaced. The expectation is that SAP will remain in sync with these supplemental systems through either an automated or manual interface.

The following is a list of the info types the State of South Carolina has identified to use to accomplish the support of workflow functions in SAP ECC and SRM. Each info type listed has a brief description.

Info type 0001 - Organizational Assignment
The Organizational Assignment info type deals with the incorporation of the employee into the organizational structure and the personnel structure.

Info type 0002 - Personal Data
The Personal Data info type stores data for identifying an employee, such as SNN, gender, date of birth, etc.

Info type 0006 - Addresses
The Addresses info type stores the address data of an employee. The employee's address is often used in conjunction with the employee's name, taken from the info type Personal Data (0002), for various employee lists, forms or address labels.

Info type 0040 - Objects on Loan (Optional)
The Objects on Loan info type records what company assets an employee has received on loan.

Most of the above info types are included in the personnel actions, such as hiring or rehiring. Thereafter, individual maintenance can be performed on them. Some of the info types (e.g., Info type 0001 – Organizational Data) should not be maintained directly because changes to specific data could impact other info types, therefore these should be maintained using a personnel action.

The State of South Carolina will need to monitor changes made to the info types. An audit trail on changes will be required to show changes to key info types such as basic pay.

Options for the Mini Master

SCEIS has two options for the mini master conversion. Each option must consider the goal of reducing the amount of rework when HR/Payroll is fully implemented. The first option is just to complete the organizational structure and assign users. The second option is to complete a mini master conversion. Each option has it own merit. Listed below are the pros and cons of each option.

Option One

A project team would need to be assembled to create and manage the build of the organizational structure which includes organizational units, jobs, and positions. The user would be assigned to the organization units. Workflow would be developed around this configuration. The project team would have been available at the start of the Realization Phase. The project team would require four team members with the following skills:

- Knowledge of SAP Organizational Management (Consultant)
- Knowledge of the Legacy systems (SCEIS Resource and Subject Mater Expert)
- Knowledge of the SAP Conversion Tools (SCEIS Resource)
- Knowledge of SAP integration points as it related to workflow (Consultant)

The project schedule would have to be modified to incorporate additional tasks to implement the limited organizational structure. The tasks are listed:

- Plan for Workshops
- Conduct Workshops
- SAP training in Organizational Management
- Additional Blueprint Workshops to complete the design
- Develop functional and Technical specifications for reporting, conversions, and interfaces
- Configuration of the systems
- Testing the Configurations

Pros:

No master data of HR/Payroll data would have to be converted. The design would be very simple and require less work. The options will allow for more time to develop a HR/Payroll team.

Cons:

The organizational structure would require rework when HR/Payroll is implemented. Workflow design might have to be updated to accommodate the new organizational structure with employees. SCEIS will have to maintain two systems. Workflow designed would have to be re-worked when the HR/Payroll system is implemented.

Option Two

The HR Mini master and supported organizational structure would be developed to support workflow with employees assigned to Organizational Units, Jobs, Positions, Cost Objects, Persons and Events. A HR/Payroll team would be required to complete the design. The HR/Payroll team would be required to design the organizational structure and assist the Technical and Enterprise Reporting teams in designing conversions, interfaces and reports. The project team would have been available at the start of the Realization Phase. The project team would be four team members with the following skills:

- Knowledge of SAP Organizational Management (Consultant)
- Knowledge of the Legacy systems (SCEIS Resource and Subject Mater Expert)
- Knowledge of the SAP Conversion Tools (SCEIS Resource)
- Knowledge of SAP integration points as it related to workflow (Consultant)

The project schedule would have to be modified to incorporate additional task to implement the limited organizational structure. The tasks are listed:

- Plan for Workshops
- SAP training in Organizational Management
- Additional Blueprint Workshops to complete the design
- Develop functional and Technical specifications for reporting, conversions, and interfaces
- Configuration of the systems
- Testing the Configurations

Pros:

The SCEIS design would be completed to support other Human Capital Management products such as the Learning Solution and E-recruitment. The design would be built to support the next phase of HR/Payroll implementation. The majority of the HR/Payroll design would be completed. All additional activities would be added to the existing design.

Cons:

The SCEIS project would be required to assemble a team to design the Mini Master. The team would begin the project earlier than expected. The design and configuration would have to be completed before the first integration test. SCEIS would have to maintain two systems. The first System would be ECC 5.0. The second system would be the legacy HRIS.

Recommendations

SAP Consulting recommends Option Two. Option Two would be in the SCEIS' best interest. Whatever option is selected, SCEIS will have to maintain two systems. Option Two will facilitate two areas working together sooner and minimize rework. Key resources are required from all areas to complete this task under each option. Option Two will be suite the SCEIS project. The workflow design would not have to be reworked.

Key decisions under Option Two will include the following items:
- Interfaces to keep dual systems in sync
- Number sequence of employees
- Development of standards for other agencies
- Development of key enterprise data to reduce rework

The following plan would have to be developed to implement Option Two:
- Assign resources to the SCEIS team
- Develop a Project Plan
- Schedule Blueprint Sessions
- Develop Interface Designs
- Develop Reporting Requirements
- Develop Conversion Specifications
- Develop Unit Testing Scripts
- Develop Integration Test Scripts
- Develop Cutover plans
- Develop Documentation
- Conduct Training